



International Civil Aviation Organization

**Middle East Air Navigation Planning and
Implementation Regional Group**

**Sixteenth Meeting (MIDANPIRG/16)
(Kuwait, 13 – 16 February 2017)**

Agenda Item 3: Regional Performance Framework for Safety

MID REGION NCLB STRATEGY/PLAN

(Presented by the Secretariat)

SUMMARY

This paper presents the first Draft of the MID Region NCLB Strategy for review by the meeting.

Action by the meeting is at paragraph 3.

REFERENCES

- High-Level Briefing to DGCAs and CEOs SoD
- SST/3 meeting Report

1. INTRODUCTION

1.1 The High-Level Briefing to DGCAs and CEOs was successfully held in Doha, Qatar on 26 May 2016.

1.2 The meeting was apprised of the ICAO NCLB Initiative and the means to achieve its objectives. In this regard, the meeting was briefed about the development of the MID NCLB Strategy/Plan, which aims at a new leadership approach to transform the way business is done through agreement with concerned States on specific and measurable outcomes, and clear definition of accountability for the achievement of the set goals. The meeting supported the development of the MID NCLB Strategy/Plan and agreed that it should be presented to the DGCA-MID/4 meeting, for endorsement.

2. DISCUSSION

2.1 The ICAO Council identified there is still a large discrepancy among States in the implementation of ICAO Standards and Recommended Practices (SARPs). As a result, the ICAO “No Country Left Behind” (NCLB) Campaign was established by the Council to help ensure that SARPs implementation is better harmonized globally. To avoid this gap, ICAO should focus its activities on States lacking fundamental oversight capabilities for effective implementation of ICAO SARPs, particularly in the priority areas of safety, air navigation and efficiency, and security. Therefore, particular attention should be given to the assistance of those States with a higher safety and security risk.

2.2 In accordance with Assembly Resolution A39-23 “No Country Left Behind” (NCLB) Initiative, States should effectively implement ICAO’s Standards and Recommended Practices (SARPs) and policies so that all States have safe, secure, efficient, economically viable and environmentally sound air transport systems which support sustainable development and socio-economic prosperity.

2.3 The NCLB initiative seeks to improve implementation support delivery to States. Support, collaboration and assistance from States, international organizations, industry and other stakeholders is essential to the success of these ICAO efforts to ensure that no Country is left behind.

2.4 To ensure the success of the assistance/cooperation action, first ICAO need to have a deep understanding on the root causes for a State not been able to improve its level of implementation of SARPs. Once this is achieved it is necessary to select the best candidates States for deploying technical assistance/cooperation projects that will produce a sustainable improvement of the USOAP Effective Implementation (EI).

2.5 The primary objectives of the NCLB initiative include:

- a) providing enhanced support for States in the effective implementation of ICAO’s SARPs, plans and policies in a more coordinated, comprehensive and globally harmonized manner; and
- b) promoting the resolution of significant safety concerns (SSCs) and significant security concerns (SSeCs), if any.

2.6 The MID Region NCLB Strategy incorporates the previously agreed commitments of the Doha Declaration, and aims to foster the achievement of the regional targets, including:

- regional average EI to be above 70% by 2020; and
- 11 States to have at least 60% EI by 2020.

2.7 MID States would be classified in four (4) groups, as follows:

- 1- States with SSC;
- 2- States not audited or with EI below 60% ($EI < 60$);
- 3- States with EI between 60 and 70% ($60 \leq EI < 70$); and
- 4- States with EI over 70% ($EI \geq 70$).

2.8 Other criteria/factors should be considered for the provision of required NCLB assistance, during the development and implementation of the plans of actions, including but not limited to:

- a) State willingness/commitment to receive assistance;
- b) Security and political stability;
- c) EI per Area and per Critical Element (CE);
- d) Level of aviation activities in the State;
- e) Air navigation deficiencies (including the deficiencies related to aerodrome certification);
- f) Level of progress made by State in the development and implementation of Corrective Action Plans (CAPs);
- g) Gross Domestic Product (GDP) per capita; and
- h) Ongoing or planned assistance projects.

2.9 The MID Region NCLB Strategy is composed of three (3) phases as follows:

Phase I – Selection: Selection of the best candidates States for deploying assistance that will produce a sustainable improvement of the EI.

Phase II – Plan of Actions: Development of State’s NCLB Plan of Actions, in coordination with concerned States and other stakeholders, as required.

Phase III – Implementation and Monitoring: Implementation of the agreed plan of actions in coordination with concerned stakeholders; and continuous monitoring of the implementation process to ensure the achievement of the agreed objectives and targets.

2.10 The implementation and monitoring of the MID Region NCLB Strategy might need the establishment of a MID Region NCLB Multi-disciplinary Technical Assistance Team to verify/validate the evidences related to the resolution of previously identified findings, provide necessary assistance, identify the main challenges and agree on necessary mitigation measures. This was supported by the RSC/5 meeting (Amman, Jordan, 23-25 January 2017).

2.11 The MID Region NCLB Strategy supports the implementation of the Global Aviation Safety Plan (GASP) and its Roadmap as the basis to develop action plans that define the specific activities which should take place in order to improve safety at the regional and national levels.

2.12 The MID Region NCLB Implementation Plan is a companion document to the MID Region NCLB Strategy. It is a living document used for recording the NCLB activities in the MID Region (general and State by State), including the monitoring of the States’ NCLB Plan of Actions and States/Stakeholders’ contributions to support the NCLB initiative.

2.13 The first Draft of the MID Region NCLB Strategy is at **Appendix A**.

3. ACTION BY THE MEETING

3.1 The meeting is invited to:

- a) review the MID Region NCLB Strategy is at **Appendix A**, and provide comments and feedback; and
- b) agree on the establishment of a MID Region NCLB Multi-disciplinary Technical Assistance Team to support the implementation of the MID Region NCLB Strategy.



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MID Region NCLB Strategy



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MID Region NCLB Strategy

1. Background

1.1 The ICAO Council identified there is still a large discrepancy among States in the implementation of ICAO Standards and Recommended Practices (SARPs). As a result, the ICAO “No Country Left Behind” (NCLB) Campaign was established by the Council to help ensure that SARPs implementation is better harmonized globally so that all States have access to the significant socio-economic benefits of safe and reliable air transport. To avoid this gap, ICAO should focus its activities on States lacking fundamental oversight capabilities for effective implementation of ICAO SARPs, particularly in the priority areas of safety, air navigation and efficiency, and security. Therefore, particular attention should be given to the assistance of those States with a higher safety and security risk.

1.2 ICAO should find the best way to reduce this gap and increase the regional Effective Implementation (EI), by providing more assistance to developing States, playing a more active coordination role between States and generating the political will to pool resources, participate in regional efforts, earmark voluntary funds and build capacities.

1.3 In accordance with Assembly Resolution A39-23 “No Country Left Behind” (NCLB) Initiative, States should effectively implement ICAO’s Standards and Recommended Practices (SARPs) and policies so that all States have safe, secure, efficient, economically viable and environmentally sound air transport systems which support sustainable development and socio-economic prosperity, and which ultimately help to create and preserve friendship and understanding among the nations and peoples of the world. In addition, further progress in improving civil aviation, including the efficient human and financial resources for the implementation of assistance activities that are tailored to the needs of individual States, is best achieved through a cooperative, collaborative and coordinated approach in partnership with all stakeholders.

1.4 The ICAO No Country Left Behind (NCLB) initiative, which was launched in December 2014, aims at providing support to all States and in support of the five ICAO strategic objectives, for the resolution of significant safety concerns (SSCs) and significant security concerns (SSeCs) and for an effective implementation of ICAO’s SARPs, policies, plans and programmes, in a globally-harmonized manner; promoting and implementing all ICAO’s assistance activities.

1.5 Through the NCLB initiative, ICAO resolves to be more effective in directly supporting all willing States that need assistance to develop and improve the aviation system by implementing ICAO’s global Standards and policies. In its role as an advocate for aviation, ICAO will work with States to ensure aviation be given greater importance in the context of development at the Country level.

1.6 The NCLB initiative seeks to improve implementation support delivery to States. Support, collaboration and assistance from States, international organizations, industry and other stakeholders is essential to the success of these ICAO efforts to ensure that no Country is left behind.

1.7 The ICAO MID Regional Office promotes and monitors the implementation of Standards and Recommended Practices (SARPs) in 15 Member States of ICAO to which it is accredited.

1.8 The MID Region is faced with a wide variety of geopolitical diversity, airspace features, operational challenges and civil aviation capacity building issues.

1.9 To ensure the success of the assistance/cooperation actions, first ICAO needs to have a deep understanding on the root causes for a State not been able to improve its level of implementation of SARPs. Once this is achieved it is necessary to select the best candidates States for deploying technical assistance/cooperation projects that will produce a sustainable improvement of the USOAP Effective Implementation (EI).

1.10 The design of an effective NCLB Strategy could only be possible by gathering enough information on the organization, structure, formal and informal hierarchy, cultural aspects, etc. This information could be considered as State Profile or as business intelligence, which might be needed for the development of necessary project document and to seek support from donors that might be interested in subsidizing the NCLB initiative.

2. Challenges for States

2.1 States continue to face various challenges regarding the implementation of ICAO's Standards and Recommended Practices (SARPs), which impact a safe, secure, efficient, economically viable and environmentally sound air transport system.

2.2 In order to achieve the objectives of the NCLB Initiative, it is also important to identify and address the challenges facing States to implement ICAO policies, plans and SARPs. The followings are some of the main challenges common to many States in the MID Region:

- rapid and continuing growth of traffic in the MID Region, which places increased demand on airspace capacity and imposes an optimum utilization of the available airspace and airports;
- insufficient financial and human resources capacity;
- retention and training/re-training of personnel;
- changing environment with the development of new technologies and SARPs;
- existing deficiencies;
- political, governance, institutional and legal issues;
- States have other higher priorities than aviation; and
- emergencies – natural disasters, public health, civil unrest, etc.

3. Objectives

3.1 The success of the NCLB initiative will hinge on support and collaboration of resources of partners and donors and requires firm commitment from the States, involving both aviation and non-aviation sectors. One of the priorities of the NCLB is to garner the political will necessary to support aviation improvements. ICAO plays a leadership role in the aviation community to facilitate communication and coordination amongst key stakeholders regarding assistance activities. This will allow the continued growth of a safe, secure, efficient, economically viable and environmentally sound aviation system and well established development frameworks, at both the international and national levels, to engage in providing resources for the effective implementation of aviation global standards and policies.

3.2 The primary objectives of the NCLB initiative include:

- a) providing enhanced support for States in the effective implementation of ICAO's SARPs, plans and policies in a more coordinated, comprehensive and globally harmonized manner; and
- b) promoting the resolution of significant safety concerns (SSCs) and significant security concerns (SSeCs), if any.

Means to achieve NCLB Objectives:

- advocate the benefits of aviation for States at the highest level;
- prioritize assistance needs and assessing risks for each State;
- facilitate and support implementing capacity-building initiatives;
- establishing and enhancing partnerships;
- mobilizing resources for aviation-related projects
- develop implementation support tools and services; and
- monitoring and recognizing progress by States.

Doha Declaration

3.3 The Doha Declaration, the MID Region Safety and Air Navigation Strategies defined regional performance targets for the monitoring of performance at the national and regional levels, aiming at enhancing safety and improving air navigation capacity and efficiency, through a cooperative, collaborative and coordinated approach in partnership with all stakeholders under the leadership of ICAO. Albeit, there was no specific requirements (what needs to be achieved) for each State to contribute to the achievement of the regional targets.

3.4 The MID Region NCLB Strategy incorporates the previously agreed commitments of the Doha Declaration, and aims to foster the achievement of the regional targets, including:

- regional average EI to be above 70% by 2020; and
- 11 States to have at least 60% EI by 2020.

3.5 This will be achieved through:

- identification of States lacking fundamental oversight capabilities for effective implementation of ICAO SARPs;
- prioritization of States in term of provision of required assistance;
- selection of the best candidates States for deploying technical assistance/cooperation projects that will produce a sustainable improvement of the Effective Implementation (EI);
- proactive approach to foster political will and senior level commitment;
- agreement with concerned States, as part of specific Plan of Actions, on measurable outcomes and clear definition of accountability for the achievement of the set goals; and
- identification of Champions (State, ICAO or stakeholder) to provide required assistance.

4. Prioritization of States in Safety

4.1 MID States are classified in four (4) groups, as follows:

- 1- States with SSC;
- 2- States not audited or with EI below 60% ($EI < 60$);
- 3- States with EI between 60 and 70% ($60 \leq EI < 70$); and
- 4- States with EI over 70% ($EI \geq 70$).

4.2 Other criteria/factors should be considered for the provision of required NCLB assistance, during the development and implementation of the plans of actions, including but not limited to:

- a) State willingness/commitment to receive assistance;
- b) Security and political stability;
- c) EI per Area and per Critical Element (CE);
- d) Level of aviation activities in the State;
- e) Air navigation deficiencies (including the deficiencies related to aerodrome certification);
- f) Level of progress made by State in the development and implementation of Corrective Action Plans (CAPs);
- g) Gross Domestic Product (GDP) per capita; and
- h) Ongoing or planned assistance projects.

5. MID Region NCLB Strategy – Phases

5.1 The MID Region NCLB Strategy is composed of three (3) phases as follows:

Phase I – Selection: Selection of the best candidates States for deploying assistance that will produce a sustainable improvement of the EI, in accordance with agreed prioritization criteria; and communication with States (Executive Level) for the development and implementation of an NCLB Plan of Actions.

During this phase, the ICAO MID Office plays the main role in the selection of the best candidate States and ensuring necessary leadership, commitment, political will and accountability for the development and implementation of State’s NCLB Plan of Actions.

Phase II – Plan of Actions: Development of State’s NCLB Plan of Actions, in coordination with concerned States and other stakeholders, as required. This phase includes also the communication of the Plan of Action to the State Executive Level. The Plan of Actions should include measurable outcomes with specific timelines.

Phase III – Implementation and Monitoring: Implementation of the agreed plan of actions in coordination with concerned stakeholders; and continuous monitoring of the implementation process to ensure the achievement of the agreed objectives and targets.

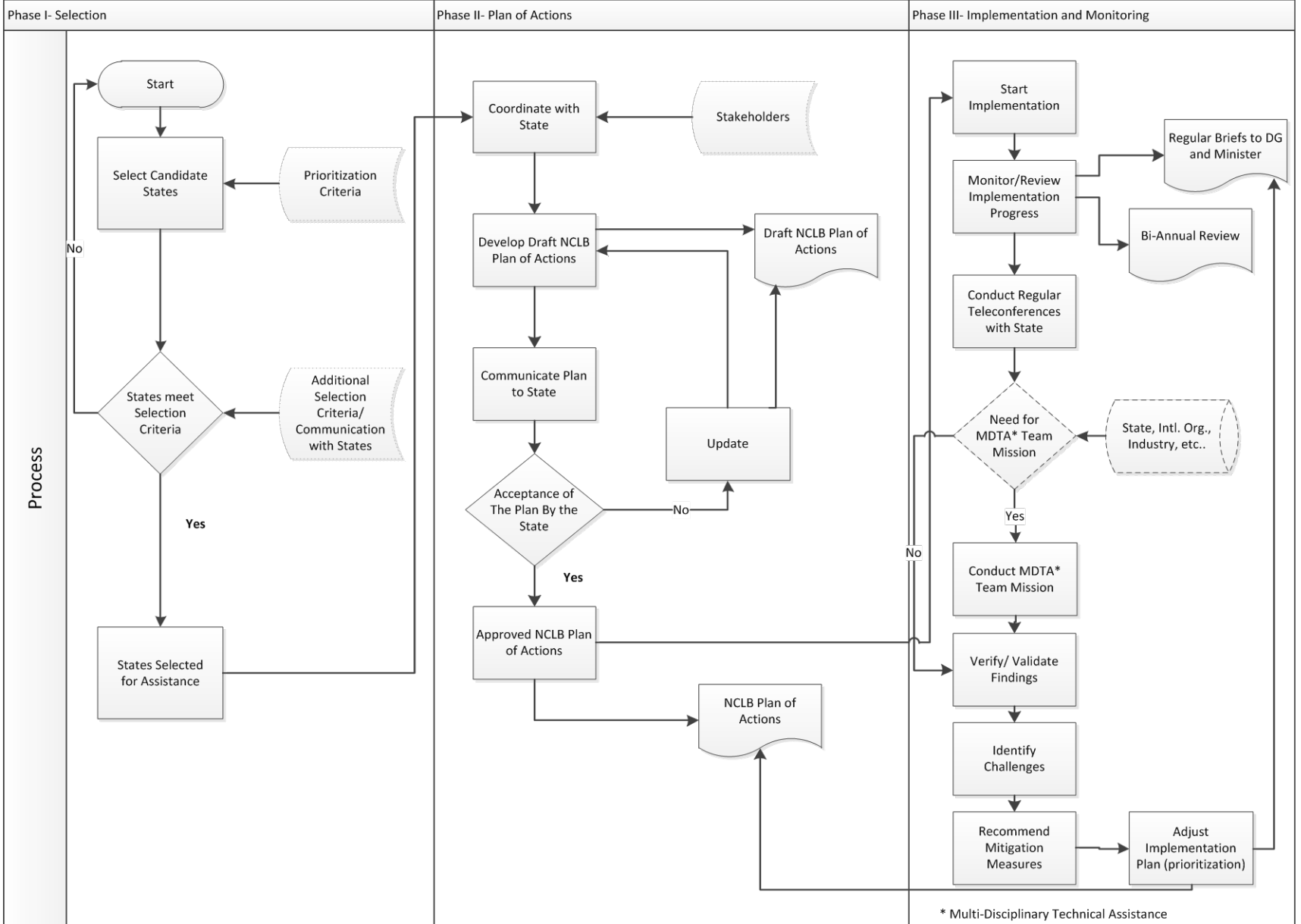
The implementation of the different activities included in the Plan of Actions could be supported by different stakeholders. During the implementation process, visit(s) by a multi-disciplinary Technical Assistance Team composed of Experts from ICAO and other stakeholders (States, International Organizations, Industry, etc.) might be needed to advance and expedite the implementation of the agreed actions in a prioritized manner, verify/validate the evidences related to the resolution of previously identified findings, provide necessary assistance, identify the main challenges and agree on necessary mitigation measures.

During this phase, regular teleconferences and a bi-annual implementation review should be carried out; and regular briefs will be provided to the DG/Minister.

MID Region NCLB Strategy – Flowchart

5.2 The following Flowchart helps understand the process and activities related to each phase of the MID Region NCLB Strategy:

MID Region NCLB Strategy Flowchart



MID Region NCLB Implementation Plan

5.3 The MID Region NCLB Strategy supports the implementation of the Global Aviation Safety Plan (GASP) and its Roadmap as the basis to develop action plans that define the specific activities which should take place in order to improve safety at the regional and national levels.

5.4 The MID Region NCLB Implementation Plan is a companion document to the MID Region NCLB Strategy. It is a living document used for recording the NCLB activities in the MID Region (general and State by State), including the monitoring of the States' NCLB Plan of Actions and States/Stakeholders' contributions to support the NCLB initiative. Specific goals, outcomes, deliverables and timelines are specified in the States' NCLB Plan of Actions/Recommended Actions.

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MID Region NCLB Implementation Plan



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MID Region NCLB Implementation Plan

1. Introduction

1.1. The MID Region NCLB Implementation Plan is a living document used for recording the NCLB activities in the MID Region (general and State by State), including the monitoring of the States' NCLB Plan of Actions and States/Stakeholders' contributions to support the NCLB initiative. Specific goals, outcomes, deliverables and timelines are specified in the State's NCLB Plan of Actions.

1.2. An overview of various safety indicators and results for each Member State are available on the ICAO integrated Safety Trend Analysis and Reporting System (iSTARS), which could be accessed through the following link: <https://portal.icao.int/space/Pages/State-Safety-Briefings.aspx>

1.3. The Table below containing some MID States' high level indicators provides a good overview (Dashboard) of the MID Region:

State	SSC	EI	SSP Level	Aerodrome Certification %	PBN Vertical Approach %	GDP/Capita US\$	Level of activities or movements
Bahrain	NO	66.19	3	100	0	23 040	High
Egypt	NO	54.96	3	57	20	3 256	High
Iran	NO	90.49	1	44	3	6 578	High
Iraq	NO	NA	0	33	0	6 625	Low
Jordan	NO	58.65	0	66	100	4 909	Low
Kuwait	NO	53.93	3	100	100	56 367	Medium
Lebanon	NO	60.54	3	0	0	9 764	Low
Libya	NO	28.91	0	0	0	13 303	Low
Oman	NO	67.83	3	100	100	23 624	High
Qatar	NO	62.86	3	100	100	92 633	High
Saudi Arabia	NO	89.12	3	100	0	25946	High
Sudan	NO	74.19	3	75	100	1 695	Low
Syria	NO	53.66	2	0	13	2 126	Low
UAE	NO	98.85	3	100	85	41 692	High
Yemen	NO	NA	0	0	25	1 341	Low
Regional Status		66.17		65	29		

Table 1.

2. Contributions

2.1 The following Table reflects the contributions received from States and Stakeholders in support of the MID NCLB activities:

States and Stakeholders	Contribution Cash or in-Kind	Description/Amount	Remark
Saudi Arabia	Cash	US\$200,000	MID NCLB activities for 2017
Saudi Arabia	Cash	US\$200,000	Other MID NCLB activities
UAE	Cash	US\$50,000	To be used for the establishment

			of the MID FPP

Table 2.

3. NCLB Activities

3.1. General Activities

3.1.1. The following regional NCLB activities are planned/conducted in support of the MID NCLB initiative:

Activity	Funded by/from	Venue	Date	Targeted States	Remarks
GSI AIR Course	MID NCLB budget	Cairo	7-18 May		
GSI ANS Course	MID NCLB budget	Cairo	6-17 Aug.		
GSI AGA Course	MID NCLB budget	Cairo	24 Sep -5 Oct		

Table 3.

3.2. NCLB Activities by State

3.2.1. This Section provides State-by-State a high-level briefing on the status of USOAP-CMA results. It contains also the recommended actions that would enhance the oversight capabilities of the States, eventually increase the EI, and improve safety and efficiency of air navigation in the MID Region. This could be in the form of a formal Plan of Actions or just a list of Recommended Actions, agreed with the concerned State. In both cases, the following is defined for each action:

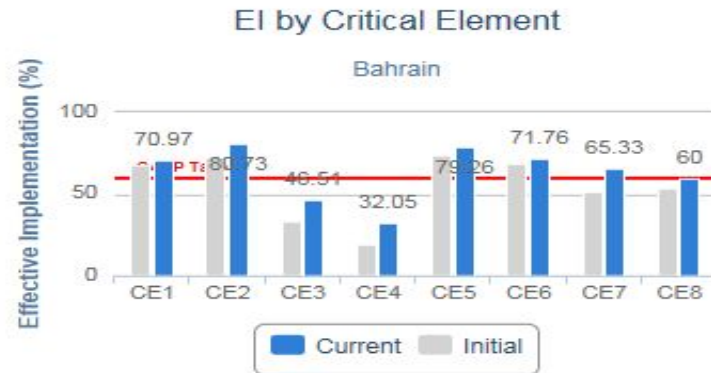
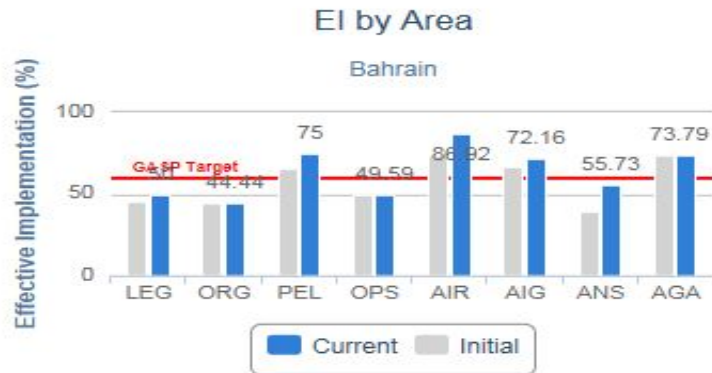
- the link to a USOAP-CMA PQ or air navigation deficiency;
- a State Point of Contact (POC);
- the Accountable person;
- list of States and stakeholders supporting the implementation of the activity/actions;
- the expected deliverables;
- the timelines for the completion of the action;
- the source of funding and assigned amount, as appropriate; and
- the status which provides the information on the progress achieved for the implementation of the action.

Bahrain
Group: 3

Bahrain EI is 66.19%.

USOAP Results by Area and Critical Element

4 areas and 6 critical elements are above the target of 60% EI.



Bahrain currently has 262 open USOAP protocol findings. The highest number of protocol findings (37) concern Technical Personnel Qualification and Training (CE-4) in the area of Air Navigation Services (ANS).

	LEG	ORG	PEL	OPS	AIR	AIG	ANS	AGA
CE-1	6	1				1	1	
CE-2	4		1	3	3	3	3	4
CE-3		4	2	2	1	7	26	4
CE-4			1	5	2	5	37	3
CE-5	1		3	4	1	7	4	8
CE-6			9	34	1		5	12
CE-7			2	10	4		4	6
CE-8			2	4	2	4	5	1

Protocol findings by Area and Critical Element intersection

Note: Due to ongoing work on our data management platform, the above results may slightly differ from the ones published on the CMA online framework.

NCLB Plan of Actions/Recommended Actions

Since Bahrain is among the Group 3 States, there's no NCLB Plan of Actions developed for Bahrain. However, the followings are the agreed actions that would improve safety and efficiency of air navigation within Bahrain FIR:

Ref	Key Activity	Actions	Link to USOAP PQ, or AN Deficiency	State POC	Accountable	Supported by	Deliverables	Timeline	Source of Funds/ amount	Remarks/Status
BAH-1	Improve the level of qualified ANS experts	BA1.1 Develop Training Programme for ANS Inspectors		XXX YYY	DG BCAA	ICAO State X ORG Y	Training Programme for ANS Inspectors	Jun. 2017	BCAA	
		BA1.2 Develop Training Plans for ANS Inspectors		XXX YYY	DG BCAA		Training Plans for ANS Inspectors	Aug. 2017	BCAA	
		BA1.3 Organize a GSI course for ANS Inspectors		XXX YYY	ICAO RD			Oct. 2017	ICAO (MID NCLB)	Bahrain attendance is strongly encouraged
BAH-2										

- END -